ABORIGINAL AFFAIRS AND
INTERGOVERNMENTAL RELATIONS

1. Overview

Mission

The Department of Aboriginal Affairs and Intergovernmental Relations is responsible for negotiating, implementing and monitoring land, resources and self-government agreements, including Treaty Land Entitlements; managing the GNWT's relationship with the federal government and with provincial, territorial and Aboriginal governments and circumpolar countries, in all matters of intergovernmental significance; and providing strategic advice on matters pertaining to federal-provincial-territorial-Aboriginal relations.

Goals

1. The conclusion of land, resources and self-government agreements in a manner that respects the inherent right of self-government and ensures an overall effective, affordable and workable system of governance, capable of providing an adequate and comparable level of quality programs and services to all NWT residents.

2. The successful ongoing implementation and monitoring of land, resources and self-government agreements by ensuring all GNWT obligations within the agreements are met.

3. Constructive and co-operative intergovernmental relations with federal, provincial, territorial, Aboriginal and foreign governments that are based on mutual respect.

Proposed Budget ($000)

Total Operating Expenses	$7,325
Compensation & Benefits	$5,397
Grants & Contributions	$650
Other O&M	$1,258
Amortization	$20
Infrastructure Investment	-

Proposed Positions

Headquarters (HQ)	40 positions
Regional/Other Communities	0 positions

Aboriginal Affairs and Intergovernmental Relations

KEY ACTIVITIES

- Corporate Management
- Negotiating Land, Resources and Self-government Agreements
- Implementing and Monitoring Land, Resources and Self-government Agreements
- Managing the GNWT's Intergovernmental Relations

STRATEGIC ACTIONS

The department will take the following actions in support of the government's strategic initiatives:

Managing This Land

- Continue to Develop Governance
  - Continue Work to Finalize and Implement Land, Resources, and Self-government Agreements

Maximizing Opportunities

- Promote the NWT as a Place to Visit and Live
  - Hosting of 2011 Western Premiers' Conference

2. EMERGING ISSUES

Finding a Balance between Respecting the Inherent Right of Self-government and Ensuring an Overall Effective, Affordable and Workable System of Governance

One of DAAIR's goals is the conclusion of land, resources and self-government agreements in a manner that respects the inherent right of self-government. Another priority is ensuring an overall effective, affordable and workable system of governance, capable of providing an adequate and comparable level of quality programs and services to all NWT residents. Negotiating self-government agreements for small communities, and for small numbers of Aboriginal citizens residing in larger communities, presents a significant challenge to realizing this goal.

Self-government Financing

As we near the completion of a Délı̨nę self-government agreement, the issue of self-government financing remains unresolved. The GNWT initiated costing and modeling work, which was shared with federal and Aboriginal governments, as well as our provincial and territorial partners, indicating that significant additional resources will be required in order to fully implement self-government agreements in the NWT. It is apparent that Canada and the GNWT hold different perspectives on how to close this financial gap. There is increasing awareness at NWT negotiating tables that self-government financing needs to be dealt early in the negotiation process.

Negotiating Community-based Comprehensive Land Claim Agreements and Regional Self-government in the Dehcho

The GNWT is currently negotiating a community-based comprehensive land claim agreement with the Acho Dene Koe First Nation. The positions taken at these negotiations should consider the implications of community-based land claim negotiations for the Dehcho region and the NWT as a whole. All parties to both the Dehcho and ADK negotiations will also need to work collaboratively to develop a process for addressing regional self-government for all Dehcho First Nations.

Métis and Akaitcho Overlap

The Akaitcho Dene First Nation's (ADFN) and the Northwest Territory Métis Nation (NWTMN) have asserted claim to much of the same territory. Compounding the significant overlap issue is the fact that the ADFN have consistently objected to government negotiating with the NWTMN, potentially resulting in the recognition of rights for the NWTMN in the ADFN asserted territory. Given the current nature of the relationship between the ADFN and NWTMN, and the extent of the overlap, it will be extremely challenging for all parties to come up with a solution that is acceptable to all.

Approach to Transboundary Negotiations

The GNWT is engaged in the negotiation of Aboriginal and Treaty rights in the NWT of non-NWT Aboriginal parties, and the asserted rights of NWT Aboriginal parties in other jurisdictions. The need for consultation, rights in relation to resource management, land selection, and interests overlapping those of NWT Aboriginal governments should be approached in a consistent and fair manner in transboundary negotiations. It will be an ongoing challenge to avoid the setting of negative

precedence, and to convince other provinces and territories, and the federal government, to assist NWT Aboriginal groups to clarify their Aboriginal rights and titles outside the NWT.

Political Development of the NWT

One of the priorities of the 16th Legislative Assembly is to "work toward a common vision for the political development of the NWT." Work in support of this priority has commenced and it is generally agreed that one of its guiding principles is the need for the vision to be developed collaboratively with the GNWT, Aboriginal and community governments. Input from residents and northern stakeholders is key to the development of a strong and clear common vision for the NWT, which will enhance our collective ability to successfully advance key issues of importance for northern governments. The challenge is for this work to remain collaborative and focused, and generate tangible and practical solutions for governments to consider.

Minority Federal Governments

Minority governments at the national level will likely persist for the foreseeable future. Unlike majority governments, which are typically in power for four years, the trend is for minority governments to be in power for an average of 18 months. As a consequence, it will continue to be challenging to initiate, advance and fully implement major federal-territorial initiatives.

3. 2010-11 Planning Information

The detailed description of planned activities for the department includes the following sections:

a) Fiscal Position and Budget
b) Update on Key Activities and Results Reporting
c) Update on Strategic Activities
d) Overview of Infrastructure Investments
e) Legislative Initiatives
f) Human Resource Overview
g) Information System and Management Overview

a) Fiscal Position and Budget

Departmental Summary

	Proposed Main Estimates 2010-11	Revised Estimates 2009-10	Main Estimates 2009-10	Main Estimates 2008-09
		($000)		
OPERATIONS EXPENSE				
Corporate Management	2,294	2,183	2,129	2,398
Negotiations	2,884	2,799	2,708	2,072
Implementation	643	624	606	606
Intergovernmental Relations	1,504	1,393	1,364	1,424
TOTAL OPERATIONS EXPENSE	7,325	6,999	6,807	6,500

Note: Revised Estimates for 2009-10 include the 2009-10 allocation of the funding associated with the recently concluded Collective Agreement between the Government of the Northwest Territories and the Union of Northern Workers, in the amount of $192,000.

OPERATION EXPENSE SUMMARY

	Main Estimates 2009-10	Revised Estimates 2009-10	Proposed Adjustments: Forced Growth	Proposed Adjustments: Strategic Initiatives	Proposed Adjustments: Sunsets and Other djustments	Proposed Adjustments: Internal allocations	Proposed Budget 2010-11
			($000)				
Corporate Management							
Directorate	1,344	1,373	23	0	(3)	(195)	1,198
Policy, Planning & Communications	785	810	22	130	(61)	195	1,096
Total Corp. Mgmt	**2,129**	**2,183**	**45**	**130**	**(64)**	**0**	**2,294**
Negotiations	2,708	2,799	85	0	0	0	2,884
Total Negotiations	**2,708**	**2,799**	**85**	**0**	**0**	**0**	**2,884**
Implementation	606	624	19	0	0	0	643
Total Implementation	**606**	**624**	**19**	**0**	**0**	**0**	**643**
Intergovernmental Relations	1,364	1,393	31	80	0	0	1,504
Total Intergov. Relations	**1,364**	**1,393**	**31**	**80**	**0**	**0**	**1,504**
TOTAL DEPARTMENT	**6,807**	**6,999**	**180**	**210**	**(64)**	**0**	**7,325**

Note: Revised Estimates for 2009-10 include the 2009-10 allocation of the funding associated with the recently concluded Collective Agreement between the Government of the Northwest Territories and the Union of Northern Workers, in the amount of $192,000.

Forced growth under Proposed Adjustments includes funding associated with the increased cost of delivering services; and also the 2010-11 allocation of the funding associated with the recently concluded Collective Agreement between the Government of the Northwest Territories and the Union of Northern Workers, in the amount of $180,000.

REVENUE SUMMARY

	Proposed Main Estimates 2010-11	Main Estimates 2009-10	Revised Estimates 2008-09	Main Estimates 2008-09
			($000)	
REVENUES	0	0	0	0

b) Update on Key Activities and Results

CORPORATE MANAGEMENT

Description

The **Directorate** manages the internal operations of the department and provides strategic advice and support to the Minister. The division administers the grants and contributions program available to Aboriginal governments and organizations.

The **Policy, Planning and Communications Division** provides policy advice, information and assistance to the department, and coordinates the department's financial, human resources and business planning activities, as well as administers all records management. The division leads the development and review of negotiating mandates that guide GNWT negotiating teams at all land, resources and self-government negotiations. The division is also responsible for the department's legislative initiatives, communications projects and strategies.

Major Program and Service Initiatives 2010/11

With the investment in 2010/11 of additional resources through the *Managing This Land* initiative, DAAIR will continue work that started in 2009/10 to undertake a comprehensive review of the GNWT's existing negotiating mandates to enable the effective participation of the GNWT's negotiating teams at all Aboriginal rights tables. This work will include the development of new negotiating mandates required to provide direction to negotiators where no mandates currently exist. Progress respecting the mandate review will depend on timely departmental input and thus a government-wide commitment to the project timelines and objectives.

DAAIR has and will continue to provide progress updates on major initiatives to Members of the Legislative Assembly through the Standing Committee on Economic Development and Infrastructure.

Four Year Business Plan Update

Results to Date

With the investments received to date through the *Managing This Land* initiative, the department has enhanced the capacity of the Policy, Planning and Communications division to support negotiations. DAAIR has established inter-divisional teams to provide additional policy and communications support to target issues and ongoing obligations arising from negotiating tables. This approach is consistent with the focus the department has placed on building capacity to support the negotiation of land, resources and self-government agreements in a more timely manner.

NWT Core Principles and Objectives have been approved, allowing DAAIR to advance the negotiation of the transfer of social programs and services to Aboriginal and partnership governments at land, resources and self-government negotiations. This multi-year project included consultations with Aboriginal governments and organizations throughout the NWT.

DAAIR has completed preliminary work to initiate the comprehensive review of negotiating mandates that guide the GNWT's negotiating teams at all land, resources and self-government negotiations. The department has the groundwork completed to move the project forward. Timing will depend on the allocation of additional resources.

Changes to Four Year Plan

No Changes to the Four Year Plan have been identified.

KEY ACTIVITY 1: NEGOTIATING LAND, RESOURCES, AND SELF-GOVERNMENT AGREEMENTS

Description

The **Negotiations Division** is responsible for leading the GNWT's participation at land, resources and self-government negotiations in the NWT. Successfully concluding land, resources and self-government agreements throughout the NWT will lay the foundation for attaining political certainty, building mutually respectful intergovernmental relations and realizing the economic potential of the NWT.

Major Program and Service Initiatives 2010/11

DAAIR will continue to represent the GNWT at all land, resources and self-government negotiations in the NWT. As the GNWT is only one of three parties at land, resources and self-government negotiations, the pace and nature of negotiations is dependent on the collaborative efforts of all parties. If all parties to negotiations agree to a stringent pace, it is conceivable that the following milestones could be achieved:

- Conclude an Inuvialuit self-government Agreement-in-Principle
- Bring Délı̨nę self-government negotiations to the ratification stage
- Find a resolution to the Denesuline transboundary negotiations
- Conclude the Acho Dene Koe land, resources and governance Agreement-in-Principle
- Conclude a Northwest Territory Métis Nation Phase I Agreement-in-Principle
- Conclude a Fort Good Hope self-government Framework Agreement

Four Year Business Plan Update

Results to Date

Despite the fact that the federal government has not established a Dene Tha' negotiating table, since 2005 there has been an overall increase from 9 negotiating tables to 14; this has resulted in greater demands on resources in the department. In particular, the volume of work at the Dehcho negotiating table has increased, which now appears to be more open to considering the approach to negotiations supported by Canada and the GNWT. In addition, the Acho Dene Kue First Nation, Fort Liard Métis, GNWT and Canada signed a Framework for community land, resources and self-government negotiations in July 2008 and within one year have managed to draft 28 chapters of an Agreement-in-Principle, which is unprecedented in the NWT.

A Process and Schedule Agreement has been negotiated with the First Nation of Nacho Nyak Dun and Canada, which is expected to proceed rapidly once the agreement is approved by Canada. DAAIR has and will continue to make every effort to share pertinent information with the Sahtu and Gwich'in leadership.

The department continued to coordinate efforts to bring the Délı̨nę Agreement-in-Principle to the Final Self-government Agreement stage.

The Negotiations Division has created a new classification of negotiator, the Senior Negotiator. This gives DAAIR greater flexibility to structure negotiating teams to assign an appropriate level of expertise at negotiations and provide a step to bridge the gap for existing Assistant Negotiators who wish to advance into the position of Chief Negotiator.

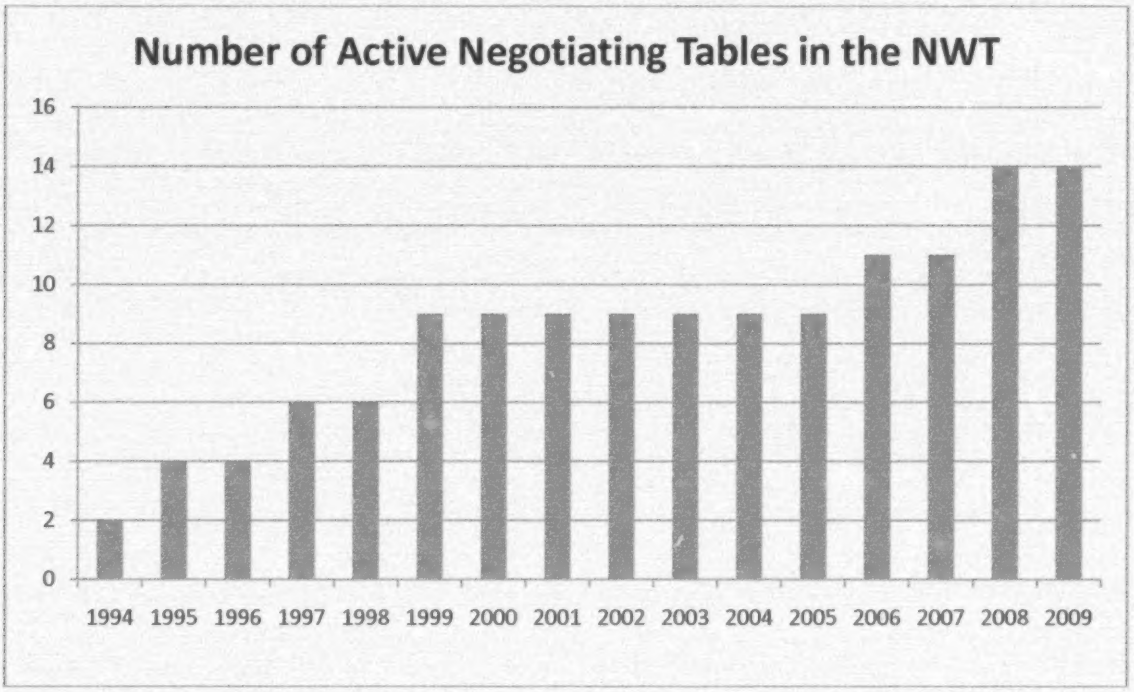
Changes to Four Year Plan

No Changes to the Four Year Plan have been identified.

Measures Reporting

Measure 1: Number of active negotiations

Across Canada, Aboriginal rights negotiations can take, on average, approximately 20 years to complete. Negotiations in the NWT reflect this trend. Regional land claim negotiations, fulfilling commitments to negotiate community-based self-government agreements, and increased interest from non-resident Aboriginal groups to settle their Treaty and Aboriginal rights in the NWT have increased DAAIR's workload over the last several years. With the emergence of community-based land claim negotiations in the NWT and the potential for Treaty Land Entitlement negotiations for individual First Nations without a Final Agreement, the effort required to participate in negotiations in not anticipated to diminish in the near future.



The preceding chart shows that DAAIR is presently engaged in 14 sets of negotiations. These include exploratory negotiations leading to a Framework Agreement, Agreement-in-Principle negotiations, and Final Agreement negotiations. A 15th set of negotiations remains a possibility as Canada is presently considering whether to accept their claim and enter into negotiations.

Aboriginal Affairs and Intergovernmental Relations

Measure 2: Number of negotiating sessions attended

DAAIR is projecting that GNWT negotiators will participate in a total of 63 negotiation sessions totaling 188 days of actual negotiating in 2009. This is comparable to the number of negotiating sessions attended in 2008. The level of activity reported in 2008 and 2009 represents a significant overall increase in work-load in comparison to past reporting periods. This is consistent with the GNWT's enhanced participation at an increased number of active exploratory, agreements-in-principle and final agreement negotiating tables.

Measure 3: Milestones reached in negotiating agreements

From April 2008 to June 2009:

- Negotiators completed a draft Framework Agreement for transboundary negotiations with the First Nation of Nacho Nyak Dun.

- A community open house was held in Déljnę to celebrate the conclusion of substantive negotiations on the text of the Déljnę Final Self-government Agreement.

Measure 4: Number of agreements signed

The Framework Agreement for Acho Dene Koe First Nation land, resources and self-government negotiations was signed in Fort Liard on July 14, 2008.

KEY ACTIVITY 2: IMPLEMENTING AND MONITORING LAND, RESOURCES, AND SELF-GOVERNMENT AGREEMENTS

Description

The **Implementation Division** is responsible for negotiating implementation plans and related financing agreements, including incremental costs, associated with implementing land, resources and self-government agreements. It is also responsible for negotiating a comprehensive approach for self-government financing with the federal government.

Fulfilling the GNWT's obligations under land, resources and self-government agreements ensures that Aboriginal governments and the people they represent enjoy the benefits of their agreements, builds the foundation for mutually respectful government to government relations and promotes comparable levels of programs and services throughout the NWT.

Major Program and Service Initiatives 2010/11

DAAIR will develop and implement a strategy to engage parties to self-government negotiations in a dialogue respecting the costs associated with the implementation of self-government in the NWT. The strategy will include raising the profile of this issue at negotiating tables to ensure that, early in the negotiation process, all parties are aware of the full cost of implementing self-government agreements.

DAAIR will continue its efforts to engage Canada to acknowledge its ongoing role and responsibilities with respect to the implementation of land, resources and self-government agreements. In addition, DAAIR will step up its efforts to convince the federal government that it has an obligation to contribute to closing the fiscal gap.

Four Year Business Plan Update

Results to Date

DAAIR continues to represent the GNWT in the tripartite negotiation of the fiscal agreements and implementation plans that will accompany the Délı̨nę Final Self-government Agreement. Draft Pre-effective Date and Implementation Plans are now complete and substantial progress has been made on a financing agreement for the Délı̨nę Got'ı̨nę Government.

DAAIR continues to work with departments to ensure that all GNWT obligations under existing land, resources and self-government agreements are being met. One-time and time-specific GNWT obligations are either complete or the GNWT is working collaboratively with its implementation partners to implement the obligations. Status reports and implementation committee minutes show that there are currently no outstanding GNWT issues under any land claim agreement.

In addition to ensuring that the GNWT's specific obligations are met, DAAIR continues to work collaboratively with Aboriginal governments on other land claim related initiatives. DAAIR negotiated a land purchase agreement with the Inuvialuit that finally resolves a 25 year old municipal land issue. DAAIR is working collaboratively with the Gwich'in, Sahtu and federal government on an economic measures initiative to improve beneficiary awareness and access to government economic development programs. DAAIR is also working with the Gwich'in, Sahtu and federal

government to draft land access pamphlets that will inform beneficiaries and residents about public, commercial and government access to settlement lands.

DAAIR formed an interdepartmental working group to review potential models for program and service delivery, following the implementation of self-government agreements. The outcome of this review will form the foundation of a more extensive assessment of post self-government program and service delivery options, which will ultimately inform the development of new negotiating mandates.

Working with other departments, DAAIR developed a self-government costing model to identify the overall costs of implementing self-government agreements in the NWT. This model was provided to Indian and Northern Affairs Canada for their consideration.

At the direction of Regional Aboriginal Leaders and the Premier, DAAIR coordinated a meeting of Aboriginal government and GNWT Chief Negotiators to discuss the GNWT's self-government costing model and self-government financing issues generally. DAAIR also initiated a dialogue with our provincial and territorial colleagues to discuss emerging self-government implementation issues. DAAIR is committed to establishing strong partnerships, both domestically and nationally, to promote the negotiation of self-government agreements that can be fully implemented over time.

DAAIR continues to work with the Délı̨nę self-government negotiating team, and the Department of Education, Culture and Employment, to explore opportunities for building capacity in Délı̨nę in anticipation of the eventual exercise of jurisdiction in the area of kindergarten to grade twelve education.

Changes to Four Year Plan

No Changes to the Four Year Plan have been identified.

Measures Reporting

Measure 1: Number of Pre-effective Date Plan and Implementation Plan activity sheets negotiated

As part of Délı̨nę self-government implementation negotiations, DAAIR participated in bringing 27 Pre-effective Date Plan activity sheets and 72 Implementation Plan activity sheets to a final draft. These activity sheets comprise the body of the Pre-effective Date and Implementation Plans respectively and identify how obligations in the Délı̨nę Self-government Agreement-in-Principle and the Final Self-government Agreement will be carried out.

Measure 2: Milestones reached in negotiating implementation plans and fiscal agreements

The Pre-effective Date and Implementation Plans that will accompany the Délı̨nę Final Self-government Agreement are now complete and will be finalized once the text of the Final Agreement is confirmed. Substantial progress has been made on the negotiation of a Financial Agreement, which will address funding to be provided to the Délı̨nę Got'ı̨nę Government as well as the treatment of own source revenues.

Measure 3: Number of meetings on self-government financing

Between April 2008 and June 2009:

- DAAIR participated in two bilateral meetings with senior officials from Indian and Northern Affairs Canada respecting the financing of self-government in the NWT.

- DAAIR and the Department of Executive presented the GNWT's self-government costing model at Gwich'in and Inuvialuit self-government main table sessions.
- DAAIR provided self-government financing presentations at two Regional Aboriginal Leaders' meetings.
- DAAIR coordinated a meeting of Aboriginal government and GNWT Chief Negotiators to discuss self-government financing issues.
- DAAIR organized a meeting of provincial/territorial Deputy Ministers of Aboriginal Affairs to discuss the negotiation and implementation of Aboriginal rights agreements with a specific emphasis on the issue of self-government financing.

Measure 4: Number of departmental information and advisory sessions

Between April 2008 and June 2009, in addition to daily contact with departments on implementation issues, DAAIR met with departments an average of once per week to discuss and clarify issues related to the implementation of existing agreements, and the negotiation of the Délı̨nę self-government fiscal agreements and implementation plans.

Specific coordination and education initiatives included:

- Coordinated the preparation of GNWT implementation status reports with departments for discussion at Gwich'in (4), Sahtu (4), Tłı̨chǫ (4) and Inuvialuit (3) implementation committee meetings.
- Prepared and circulated Tłı̨chǫ resource binder to all GNWT departments highlighting the structure of the Tłı̨chǫ Government and Tłı̨chǫ Community Governments, law-making authorities and consultation obligations.
- Coordinated information sessions with the North Slave Regional Management Committee (Yellowknife), Beaufort Delta Regional Management Committee (Inuvik) and Sahtu Regional Management Committee (Norman Wells) discussing current status of implementation and negotiations in each region.
- Coordinated and chaired interdepartmental implementation working group meeting discussing current or potential implementation and negotiation issues.
- Established and chaired four interdepartmental working group meetings reviewing potential models for program and service delivery post self-government.
- Coordinated seven interdepartmental meetings to discuss and consult with appropriate departments on financial matters related to the financing and implementation of the Délı̨nę Final Self-government Agreement.
- Coordinated three bilateral meetings between GNWT departments and Délı̨nę to discuss capacity building, and future exercise of self-government jurisdiction, in the area of kindergarten to grade twelve education.

Measure 5: Number of GNWT-related issues brought before Implementation Committees for resolution

Between April 2008 and June 2009, GNWT implementation status reports and minutes from the Inuvialuit, Gwich'in, Sahtu and Tłı̨chǫ Implementation Committee meetings reflected that there were no outstanding issues related to GNWT specific obligations.

KEY ACTIVITY 3: MANAGING THE GNWT'S INTERGOVERNMENTAL RELATIONS

Description

The **Intergovernmental Relations Division** promotes and advances the GNWT's commitment to develop and maintain mutually respectful intergovernmental relations between the GNWT and federal, provincial, territorial, Aboriginal and international governments. In doing so, the division protects, develops and promotes the interests and aspirations of NWT residents in the GNWT's intergovernmental relations activities.

Major Program and Service Initiatives 2010/11

The GNWT will be advancing discussions with Aboriginal and community governments and seeking the input of residents and northern stakeholders on developing a common vision for the political development of the NWT. A strong and clear common vision for the NWT will enhance our collective ability to successfully advance key issues of importance for northern governments.

The Northwest Territories will host and chair the 2011 Western Premiers' Conference (WPC). The WPC is an annual event and as a major intergovernmental event, it is important that the GNWT hosts a well run conference. A successful event will raise the profile of the NWT. Due to the significant amount of work involved, the planning process will need to begin during the second half 2010-2011.

Four Year Business Plan Update

Results to Date

DAAIR has developed, and the GNWT has adopted, an Intergovernmental Relations Policy that formalizes the GNWT's government-to-government relationship with Aboriginal governments. DAAIR has also established and administers the Aboriginal Intergovernmental Meetings Fund; a dedicated fund intended to assist Aboriginal governments' participation in multilateral and bilateral meetings with the GNWT.

Regional Aboriginal governments and the GNWT have agreed to hold three multilateral meetings a year. Bilateral meetings are held approximately once a year between the GNWT and each regional Aboriginal government. At multilateral meetings the GNWT and regional Aboriginal governments have discussed territorial issues relating to devolution and resource revenue sharing, the protection of water sources and systems in the NWT, the federal position being taken with respect to financing self-government, a proposed NWT highway through the Mackenzie Valley extending to Tuktoyaktuk, and a number of other matters of importance to the NWT. Working groups have been established to advance collective work on the NWT Water Strategy initiative as well as devolution and resource revenue sharing.

These meetings have provided the GNWT with an opportunity to share information about GNWT initiatives, provide updates about progress being made towards the goals and objectives of the 16th Legislative Assembly, and to further build and strengthen relationships with Aboriginal governments and organizations.

DAAIR prepared for and supported the GNWT's participation in three First Ministers' Meetings in January 2008, November 2008, and January 2009. These meetings between the Prime Minister and

the Premiers focused largely on national economic issues including competitiveness, infrastructure, trade and labour market issues. The November 2008 and January 2009 First Ministers' Meetings resulted in significant federal infrastructure and other economic stimulus commitments.

DAAIR prepared for and supported the GNWT's participation at the 2008 and 2009 Western Premiers' Conferences.

DAAIR prepared for and supported the GNWT's participation at the 2008 and 2009 Council of the Federation Meetings.

DAAIR prepared for and supported the GNWT in hosting the 2008 Northern Premiers' Forum in Yellowknife. The 2009 meeting will be hosted by Nunavut in the fall of 2009, where Northern Premiers intend to renew the *Northern Cooperation Accord*.

DAAIR has coordinated the GNWT's increased activity within the Arctic Council, culminating with the Premier's participation at the 2009 Arctic Council Ministerial meeting.

DAAIR coordinated the renewal of the *Northwest-Territories – Alberta Memorandum of Understanding for Cooperation and Development* (MOU) by Premier Roland and Alberta Premier Stelmach in September 2008. Following the renewal, DAAIR prepared for and supported the GNWT in hosting a meeting of the co-chairs of the MOU, Minister Miltenberger and Alberta Finance Minister Evans. The meeting was also attended by the Premier, the Minister of Industry, Tourism and Investment, and three Members of the Legislative Assembly.

Changes to Four Year Plan

The GNWT will be advancing discussions with Aboriginal and community governments and seeking the input of residents and northern stakeholders on developing a common vision for the political development of the NWT. This is a key priority of the 16th Legislative Assembly. A strong and clear common vision for the NWT will enhance our collective ability to successfully advance key issues of importance for northern governments.

Measures Reporting

Measure 1: Number of multilateral and bilateral meetings with Aboriginal governments

Between October 2007 and August 2009, the GNWT participated in 13 multilateral and bilateral meetings with Aboriginal governments.

- DAAIR prepared for and supported the GNWT's participation in six multilateral and three bilateral meetings with regional Aboriginal governments.
- DAAIR also prepared for and supported the Premiers attendance at five Annual General Assemblies/Leadership meetings.
- DAAIR also prepared and supported the GNWT's participation at three meetings with National Aboriginal Organizations (NAO's) and supported the GNWT's hosting of the National Aboriginal Women's Summit II.

Measure 2: Number of bilateral and multilateral First Ministers' meetings/conferences attended

Between October 2007 and August 2009, the GNWT participated in 26 bilateral and multilateral First Ministers' meetings/conferences.

- DAAIR prepared and supported the Premier's participation in three full First Ministers meetings with the Prime Minister, one multilateral meeting with the Prime Minster and the three northern Premiers and one bilateral .
- DAAIR prepared and supported the Premier's participation in seven Council of the Federation meetings.
- DAAIR prepared and supported the Premier's participation in four Western Premiers' Conferences/meetings.
- DAAIR prepared and supported the Premier's participation in seven Northern Premiers Forum/meetings.

c) Update on Strategic Activities

STRATEGIC INITIATIVE: MANAGING THIS LAND

Action: Continue to Develop Governance

Description

Continue Work to Finalize and Implement Land, Resources, and Self-government Agreements

DAAIR will continue to lead the work of negotiating and implementing land, resources and self-government agreements on behalf of the GNWT. The department will represent the GNWT's interests at all negotiating tables, supported by strong negotiating teams who will continue to consider the broad implications of what is being negotiated. These teams will be supported by up-to-date mandates that ultimately contribute to negotiating agreements that build the foundation for effective governance and the sound management of land and resources in the NWT.

Activity to Date

Continue Work to Finalize and Implement Land, Resources and Self-government Agreements

Utilizing investments received through the *Managing This Land* initiative, DAAIR has increased its capacity to support the negotiation and implementation of land, resources and self-government agreements. The department has hired additional negotiators to increase the number of negotiating teams, enhanced communications support and established inter-divisional teams that focus on issues arising from negotiations.

Despite the fact that not all anticipated negotiating tables have been established to date, there has been an overall increase in the number of negotiating tables in the past number of years and the volume of work at certain tables has necessitated the assignment of dedicated teams to those tables. DAAIR is now taking a proactive approach to negotiations by participating as an independent party during exploratory discussions with Aboriginal organizations and the federal government. The department is well positioned to actively participate at all existing negotiating tables.

Negotiations milestones to date include:

- A Framework Agreement has been signed with the Acho Dene Koe First Nation and formal negotiations are ongoing.
- A draft Framework Agreement has been completed with the First Nation of Nacho Nyak Dun and is awaiting approval by the parties.
- The text of the Délı̨nę Final Self-government Agreement has been completed and focus has shifted to the negotiation of implementation plans and fiscal transfer agreements.

Utilizing the funding dedicated to the hiring of a part-time Consultation Advisor, the department has developed and distributed a Consultation Resource Guide for GNWT staff and a Consultation Framework Implementation Plan. In recognition of the fact that dedicated funding for a Consultation Advisor will not continue beyond 2009/10, the department will update the Consultation Resource Guide, finalize a consultation training course, finalize a set of consultation funding guidelines for use

by departments, and assist in the establishment of a Deputy Ministers level committee charged with responsibility to oversee the government's consultation activities.

Planned Activities – 2010/11

Continue Work to Finalize and Implement Land, Resources and Self-government Agreements

With the investment of additional resources through the *Managing This Land* initiative, DAAIR will continue work that started in 2009/10 to undertake a comprehensive review of the GNWT's existing negotiating mandates to enable the effective participation of the GNWT's negotiating teams at all Aboriginal rights negotiating tables. This work will include the development of new negotiating mandates required to provide direction to negotiators where no mandates currently exist.

DAAIR will continue to represent the GNWT at all land, resources and self-government negotiations in the NWT. As the GNWT is only one of three parties at land, resources and self-government negotiations, the pace and nature of negotiations is dependent on the collaborative efforts of all parties. It is conceivable, if all parties to the negotiation agree to a stringent pace, that the following milestones could be achieved:

- Conclude an Inuvialuit self-government Agreement-in-Principle
- Bring Déljnę self-government negotiations to the ratification stage
- Find a resolution to the Denesuline transboundary negotiations
- Conclude the Acho Dene Koe land, resources and governance Agreement-in-Principle
- Conclude a Northwest Territory Métis Nation Phase I Agreement-in-Principle
- Conclude a Fort Good Hope self-government Framework Agreement

Planned Activities – 2011/12 and Future Years

Continue Work to Finalize and Implement Land, Resources and Self-government Agreements

DAAIR will advance the mandate review to completion during the 16th Legislative Assembly. A government-wide commitment to the project timelines and objectives will be essential for the successful completion of the mandate review.

DAAIR will continue efforts to advance negotiations to:

- Ratify and begin implementing the Déljnę Final Self-government Agreement
- Conclude an Inuvialuit Final Agreement
- Conclude a Gwich'in Self-government Agreement-in-Principle
- Conclude a First Nation of Nacho Nyak Dun Transboundary Agreement
- Conclude a Tulita Self-government Agreement-in-Principle
- Conclude a Norman Wells Land Corporation Agreement-in-Principle
- Conclude a Fort Good Hope Self-government Agreement-in-Principle
- Conclude a Dehcho First Nations Agreement-in-Principle
- Conclude an Akaitcho Dene First Nations Agreement-in-Principle
- Conclude a Northwest Territory Métis Nation (Phase I) Final Agreement
- Conclude an Acho Dene Koe Final Land, Resources and Governance Agreement
- Conclude a Manitoba Denesuline Transboundary Final Agreement
- Conclude a Athabasca Denesuline Transboundary Final Agreement

STRATEGIC INITIATIVE: MAXIMIZING OPPORTUNITIES

Action: Promote the NWT as a Place to Visit and Live

Description

Hosting of 2011 Western Premiers' Conference

The Northwest Territories will host and chair the 2011 Western Premiers' Conference (WPC). The WPC is an annual event that provides Premiers from Manitoba, Saskatchewan, Alberta, British Columbia, Yukon, Nunavut and the NWT an opportunity to meet in person and discuss issues and initiatives that are important to all of the jurisdictions. WPCs are hosted on a rotational basis, providing each jurisdiction with an opportunity to showcase their jurisdiction every seven years.

Activity to Date

In addition to shaping the content of the meeting, the hosting of the 2011 WPC requires the GNWT to be responsible for all the logistical details of the three day event. Due to the significant amount of work involved, the planning process will need to begin during the second half 2010-2011.

Planned Activities – 2010/11

DAAIR will oversee the planning and coordination leading up to the conference commencing in the Fall of 2010. DAAIR will work closely with the host community in order to ensure that local resources are utilized and benefits are maximized.

A preliminary list of the key activities to be undertaken during the planning period, include:

- Identifying potential candidate communities to host the WPC
- Securing Venues (conference facilities, banquets, delegate receptions, accommodations for provincial/territorial delegates)
- Design/Production of promotional materials (e.g. official WPC logo, stationary, signage)
- Setting and securing social event activities, programs and tours for Premiers' and spouses
- Soliciting volunteers
- Arranging for entertainment and traditional games demonstrations
- Arranging for conference meals, catering, vehicle rentals and communication equipment
- Seeking sponsorship from the business community

Care will be taken to ensure that the conference and the accompanying events present the NWT in a positive light and that all resources are effectively managed.

Planned Activities – 2011/12 and Future Years

The final planning and hosting of the WPC will take place in 2011. The WPC will be held in June or July 2011 and will be followed by post-conference reporting and wrap up.

d) Overview of Infrastructure Investments

Activity to Date

The department does not have any current infrastructure investment activities in progress.

Planned Activities – 2010/11

The department does not have any infrastructure investment activities planned for the fiscal period.

Planned Activities – 2011/12

The department does not anticipate any infrastructure investments in 2011/12.

e) Legislative Initiatives

Activity to Date

The department did not have any legislative initiatives during 2009/10.

Planned Activities – 2010/11

As the Délı̨nę Self-government Agreement, the Implementation Plan and the Financial Agreements near the completion and ratification stage, DAAIR will commence the development of the required legislation to confirm the validity of the Délı̨nę Self-government Agreement.

Planned Activities – 2011/12

Finalization of the legislation required to confirm the validity of the Délı̨nę Self-government Agreement.

f) Human Resource Overview

Overall Human Resource Statistics

All Employees

	2009	%	2008	%	2007	%	2006	%
Total	35	100	44	100	39	100	37	100
Indigenous Employees	18	51	23	52	19	49	20	54
Aboriginal	9	26	10	23	10	26	9	24
Non-Aboriginal	9	26	13	30	9	23	11	30
Non-Indigenous Employees	17	49	21	48	20	51	17	46

Note: Information as of March 31 each year.

Senior Management Employees

	2009	%	2008	%	2007	%	2006	%
Total	5	100	5	100	5	100	7	100
Indigenous Employees	2	40	1	20	1	20	4	57
Aboriginal	-	-	-	-	-	-	1	14
Non-Aboriginal	2	40	1	20	1	20	3	43
Non-Indigenous Employees	3	60	4	40	4	80	3	43
Male	4	80	3	60	3	60	5	71
Female	1	20	2	40	2	40	2	29

Note: Information as of March 31 each year.

Non-Traditional Occupations

	2009	%	2008	%	2007	%	2006	%
Total	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-

Note: Information as of March 31 each year.

Employees with Disabilities

	2009	%	2008	%	2007	%	2006	%
Total	35	100	44	100	39	100	37	100
Employees with disabilities	-	-	-	-	-	-	-	-
Other	35	100	44	100	39	100	37	100

Note: Information as of March 31 each year.

Position Reconciliation

This information differs from the employee information on the preceding page. Employee information reflects actual employees on March 31 of each year, and the information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	2009-10 Main Estimates	Change	2010-11 Business Plan
Total	39	1	40
Indeterminate full-time	39	1	40
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
Project Manager, Mandate Review	Yellowknife	Headquarters	Added	2010-11 Strategic Initiative: Two year term position

Other Positions

Summary:

	2009-10 Main Estimates	Change	2010-11 Business Plan
Total	4 **(Note 1)**	-	4
Indeterminate full-time	4	-	4
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Note 1:

All 4 positions are federally funded positions that provide the overall coordination of GNWT departmental implementation activities and obligations.

Other Human Resource Information

One of the stated priorities of the Legislative Assembly is to "improve human resource management within the GNWT". To address this priority, a ten-year NWT Public Service Strategic Plan, *20/20: A Brilliant North* and accompanying three-year Action Plan were developed and tabled in the Legislative Assembly on June 4, 2009. The Strategic Plan outlines specific actions to address the goal to both promote Affirmative Action throughout the GNWT and to develop Human Resource Plans for each department.

The three-year Action Plan includes the development of a framework for departmental plans to be developed by August 31, 2010. It would be expected that departments could complete their HR Plans by the end of 2010-11 and these would be incorporated into subsequent business plans. The creation of these plans will ensure a consistent and coordinated approach across government, providing equitable opportunities for all staff.

Summer Students				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
2	2	1	1	-

Interns				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
-	-	-	-	-

Transfer Assignments				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
12	9	6	3	3

Activities Associated with Staff Training & Development

In collaboration with the Department of Human Resources, DAAIR will create a managerial training position that will result in the hiring of a Priority 1 Aboriginal manager to work for the department. Ongoing training and mentorship with all divisions will assist the incumbent to succeed at the end of the term as a qualified candidate to apply for permanent management positions within the GNWT. This short term pilot project is consistent with the overall NWT Public Service Strategic Plan that identifies the improvement of affirmative action processes as a priority area for the government.

DAAIR has recognized that certain barriers exist for employees who wish to make the transition to management positions with the GNWT. To help facilitate this transition, DAAIR has established two manager positions on an interim basis that are intended to provide opportunities for aspiring managers. Candidates for these positions have been hired on a two-year developmental term that will provide them with supervisory experience and allow them to develop into successful managers with the GNWT.

In an effort to make the best use of limited resources and to facilitate professional development, the Negotiations Division has created a new classification of negotiator, the Senior Negotiator. This gives DAAIR greater flexibility to structure negotiating teams to assign an appropriate level of expertise at negotiations and provide a step to bridge the gap for existing Assistant Negotiators who wish to advance into the position of Chief Negotiator. The department will also continue to offer ongoing training to employees in the area of negotiations and conflict resolution through the Justice Institute of British Columbia.

g) Information System & Management Overview

Overview

The Technology Services Centre provides Information Technology support to DAAIR. The department does not have a separate IM/IS plan or strategy. The IM/IS infrastructure currently in place fulfills the needs of the department.

Planned Activities – 2010-11

The department has no major IM/IS initiatives planned for the fiscal period.

Planned Activities - 2011-12

The department does not anticipate any IM/IS initiatives during 2011/12.

4. FUTURE STRATEGIC DIRECTION FOR THE DEPARTMENT

The Political Development of the NWT

Central to DAAIR's mandate is the negotiation of land, resources and self-government agreements, which will go a long way in confirming Aboriginal rights and reconfiguring the structure, roles and responsibilities of government at all levels.

In doing so, DAAIR will need to ensure that, at the end of day, the overall system of governance designed at individual Aboriginal rights tables supports an overall coherent, effective and workable system of governance which enables both public and Aboriginal governments to have the capacity to serve their residents. To attain maximum potential and avoid duplication, there will also be a need for northern governments to collaborate. As the primary GNWT department responsible for building and maintaining government to government relations, DAAIR will need to continue to play a critical role in initiating, facilitating and providing support for the advancement of NWT interests at the domestic, pan-territorial, national and international levels. To do so will require a sustained effort, patience, focus and leadership, especially in the emerging field of domestic intergovernmental relations.

The increasingly complex nature of overlapping claims to asserted territory both within and from outside the NWT, and at times competing Aboriginal interests within one region, will require diligence on part of DAAIR to have a well supported set of NWT interests guiding our participation at all Aboriginal rights tables. It will also require DAAIR to analyze table specific proposals in the broader context to ensure that all land, resources and self-government agreements in the NWT are fair and equitable and do not frustrate the political development of the territory.

Issues such as how self-government will be financed, how Northern governments will work together to deliver programs and services to NWT residents in a post self-government environment, and what approaches are needed to bring national/international focus to issues facing the North during a state of federal minority governments are just some examples of the challenges that lay ahead for DAAIR.

The approaches and actions needed to effectively address and influence the outcomes of these issues will require creativity, commitment and the collaborative efforts of all Northern governments. The maturing of these relationships are now starting to signal a change towards a collective view on how the NWT considers, and can strategically approach the advancement of its interests, as well as advance its development through self determination within the nation state.

It is through these collaborative efforts and collective unity that Northern governments will stimulate the political development of the NWT and find itself better positioned to negotiate and advance the devolution of responsibilities, realize the full and fair benefit of revenues from its abundant resources, and signify the NWT's value, contributions and the distinct role it plays within the federation.